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7 April 1986

STAT MEMORANDUM FOR:
PMCD, Office of Personnel

STAT FROM:

SUBJECT: PSD Proposal for Secretarial Career and Pay
System Attitude Research

1. The attached proposal describes the approach recommended by PSD for examining employee attitudes and satisfaction with the Secretarial Career and Pay System. In addition, a draft questionnaire is included for your review.

2. If possible, your written comments and suggestions regarding new items, deletion of items etc. should be sent to me by 11 April.

3. The Research Branch of PSD will assume responsibility for the completion of this project, and I will be principal researcher.

STAT 4. If there are any questions on the proposal, please
call me on

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Attachment: As stated

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SECRETARIAL CAREER AND PAY SYSTEM ATTITUDE QUESTIONNAIRE

A Proposal Submitted by Psychological Services Division,
Office of Medical Services (PSD/OMS) for the Position
Management and Compensation Division, Office of Personnel
(PMCD/OP)

Introduction

In June 1985, the Executive Director established the Task Force on the Secretarial Occupation. The purpose of this group was to "examine the compensation system, job classification methodology, and career structure for the Agency's secretarial occupation, and to recommend changes as appropriate." In September of that year this group recommended sweeping changes in the secretarial position. These changes included:

- a. Four new secretarial levels.
- b. A comprehensive career development and job enrichment program.
- c. A comprehensive training program.
- d. A new pay plan.

On 24 February 1986, the DCI approved an experimental pay and job evaluation program for the secretarial occupation. This program will be implemented by 1 October 1986. On 14 March 1986 representatives of PMCD and PSD met to discuss developing an attitude questionnaire for both secretaries and managers that would deal with the Secretarial Career and Pay System.

Scope of the Project

PMCD expressed a need to ascertain employee attitudes regarding the Secretarial Career and Pay system both prior to its implementation as well as one year after the conversion is accomplished. On both occasions secretaries as well as managers will be surveyed. Given the significant changes that will impact on Agency secretaries and managers, it is important to assess the acceptability of the plan as well as forecast potential problems with its implementation. A portion of the survey instrument is designed to elicit such reactions to the Secretarial Career and Pay System.

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The Secretarial Career and Pay System was devised to help reduce employee turnover, increase the job satisfaction of Agency clerical employees, and improve communication between managers and secretaries. A major purpose of the research will be to assess both secretarial job satisfaction and managements' perceptions of employee satisfaction. In any organization management must be "in touch" with the attitudes of subordinates. Often this is not the case. The best way to describe the rationale and benefits of this aspect of the research design is to describe in generic terms some possible outcomes.

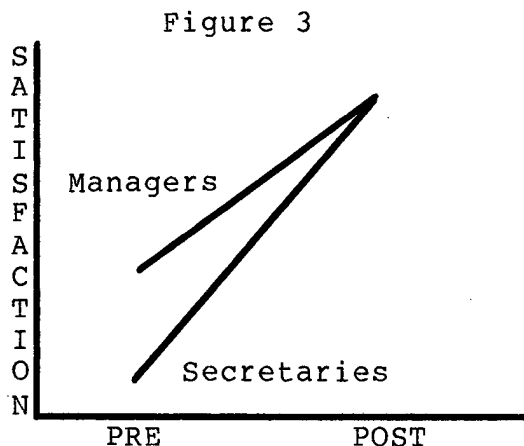
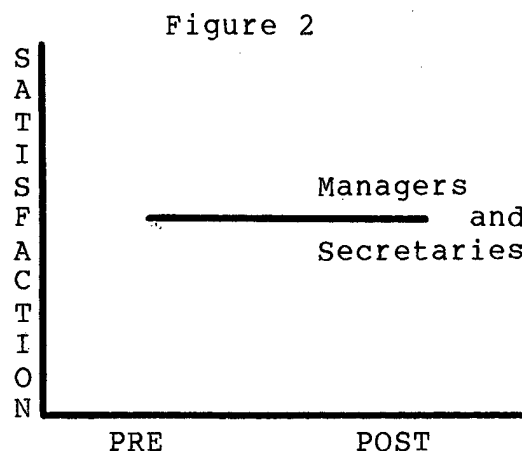
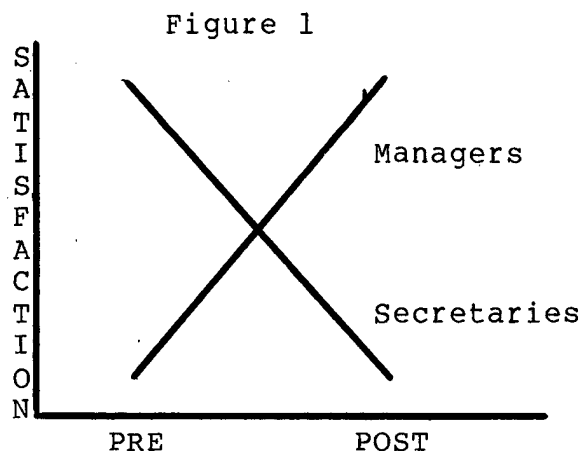


Figure 1 depicts a worst case scenario. Before the new system was instituted, secretaries expressed relatively high levels of satisfaction and managers under-estimated the amount of satisfaction that secretaries' obtained from their jobs. After the new plan, the secretaries' job satisfaction dropped while management perceptions of clerical satisfaction increased. Clearly, the plan was not effective in increasing (or stabilizing) employee satisfaction. In addition, a communication gap is obvious. Given the results suggested in Figure 1, we would expect massive clerical resignations or dramatic reductions in productivity.

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Figure 2 indicates no change in employee satisfaction. It does show however, that managers are perfectly "in tune" with the clerical workforce. Figure 3 shows a best case scenario in which both employee satisfaction as well as communication are enhanced.

Survey Instruments

To expedite the proposed research, I have developed and have attached a draft of the survey instruments. Both the "Secretarial Questionnaire" and the "Managerial Questionnaire" contain four sections. These are:

- a. Understanding the Secretarial Career and Pay System.
- b. Attitudes Toward the Secretarial Career and Pay System.
- c. Job Satisfaction Inventory.
- d. Biographical Information.

Note that at this time the survey instruments are in draft form only. Your feedback regarding content is necessary. Are the items addressing the concepts that you wish to measure?

Logistics

All full time and part time Agency employees who will be converted to the Secretarial Career and Pay System will receive the questionnaire. In addition, a sample of approximately one thousand managers will be selected to participate in the research. Distribution logistics will be handled primarily by OP. PSD will be responsible for collection, data entry, analysis, and written summary reports.

Exactly when the questionnaire will be administered will, in part, depend upon the extent and nature of the draft revisions. It could be ready for mailing as early as mid-May. However, given the inclusion of the section dealing with understanding the new system, the research should be timed to coincide with a general employee orientation explaining the new system.

The only necessary condition for the study is an understanding between PMCD and PSD as to the scope of the project and the time commitment of PSD psychologists. This can be done with a memorandum from PMCD to PSD directed to Chief of Research Branch, PSD/OMS, 706 C of C.

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